

Dept. of Financial Institutions

Superintendent: Bob Charlton

STRATEGIC PLAN – FY2018

Vision
Advance a nationally recognized, strong and vibrant financial marketplace benefiting Arizona citizens and businesses.



Executive Summary Strategic Issues & Strategy

- 1) The Department is currently dependent on an antiquated licensing system that has been in use since 1996. An integrated electronic content management system is in the process of being implemented that will support more efficient processes and allow for web based applications.
- 2) The intensifying complexities of the licensed industries and the increasing number of licensees have significantly out-paced the funds provided to perform the number of examinations and other regulatory activities required by statute. In combination with seeking additional funding, the Department will continue its efforts to build a more efficient organization that achieves both regulatory requirements and citizen and business expectations.
- 3) Past efforts to obtain additional funding for examiner, and other key personnel, promotional opportunities and more competitive salaries have been unsuccessful. Excessive turnover causes inefficiencies and can reduce effectiveness. Additional funding will continue to be sought.

Mission

To license, examine, and supervise Financial Institutions, in compliance with State law, to ensure safety for the Arizona consumer and soundness for Arizona businesses.

Agency Description

The Department (DFI) licenses, supervises, and regulates state-chartered financial institutions and enterprises to ensure the safety and soundness of these financial entities, and verify compliance with state and federal laws. DFI also serves Arizona citizens by investigating complaints that are filed by consumers against licensed individuals and entities and applies appropriate remedial action when the violations are substantiated.

Principles / Values

INTEGRITY: Earning and maintaining the public trust by serving with honesty and a commitment to adhering to the highest standards of moral and ethical values.

ACCURACY: Always striving to deliver a quality product and to provide accurate and thorough information to the regulated community and general public.

EFFICIENCY: An ongoing pursuit of continuous improvement focused on providing value through more timely, efficient, and effective services and more efficient utilization of agency resources.

FAIRNESS: A commitment to administering fair programs of regulation, supervision, and enforcement, which are operated in an equitable, objective, and transparent manner.

Resource Assumptions	FY 2018 Appropriations	FY 2019 Budget Request	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
Full-Time Equivalent	69.1	73.1	76.1	79.1	82.1
General Fund	\$ 2,201.0	\$ 2,201.0	\$ 2,511.0	\$ 2,621.0	\$ 2,731.0
Other Appropriated Funds	\$ 3,226.8	\$ 3,758.3	\$ 3,868.3	\$ 3,978.3	\$ 4,088.3
Non-Appropriated Funds	\$ 1,334.8	\$ 889.8	\$ 860.0	\$ 860.0	\$ 860.0
Federal Funds	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0
Total Agency Funds	\$ 6,762.6	\$ 6,849.1	\$ 7,239.3	\$ 7,459.3	\$ 7,679.3

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Goals	Performance Measures	Objectives
Establish an integrated and secure electronic content management system that is effective, user friendly, and accessible	% of services offered on-line	➤ Complete Phases 2 and 3 of OnBase project implementation plan in FY18
	% of services offered on-line that are actually used	➤ Eliminate roadblocks that prevent services from being offered electronically
	Time-savings – reduction in employee data entry	➤ Integrate Real Estate Appraisal licensing systems into OnBase in FY18
		➤ Commence and complete project to scan all Department back-files into OnBase in FY18
Develop an engaged, professional workforce that meets the demands of the changing financial marketplace	Employee Engagement ratio	➤ Develop and implement an agency-wide plan for employee development and succession
	Employee attrition	➤ Develop and implement an employee communication and recognition plan
		➤ Drive for an increase in budget to fund all promotional opportunities when earned by staff
		➤ Pursue all appropriate training strategies within budget confines
Build an efficient organization that achieves Arizona citizen and business expectations and regulatory requirements	Number of improvement projects completed/successes achieved	➤ Establish a more self-sustaining and efficient funding model to optimize the utilization of resources
	Number of regulatory requirements modified or repealed	➤ Define and implement a plan to reduce regulatory red-tape and burden on the regulated community
		➤ Achieve full deployment of the Arizona Management System (AMS) in FY18
	Accreditation status (Banks/Credit unions; Mortgage; RE Appraisal)	➤ Attain/Retain accreditation status with State supervisory associations in FY18, to fulfill the statutory requirements of supervision of state financial institutions and enterprises